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Operational activities for development segment

Summary record of the 13th meeting
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President: Mr. Barros Melet (Vice-President) ..... (Chile)

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General discussion

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In the absence of Mr. Shava (Zimbabwe), Mr. Barros Melet (Chile), Vice-President, took the Chair.

The meeting was called to order at 3.05 p.m.

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*) (A/72/61-E/2017/4)

Panel discussion "Moving the quadrennial comprehensive policy review forward at field level: Creating a common back office to function as a system"

1. **Mr. Gass** (Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs), moderator, noting the examples of considerable savings achieved through inter-agency collaboration and coordination, said that progress towards a system that worked as one could only proceed as rapidly as Headquarters allowed it to proceed. In that connection, he asked the experts to speak to three questions. First, they should address the implications of limited progress on maximizing the United Nations development system's ability to deliver collective support for the implementation of the 2030 Agenda for Sustainable Development. Second, he wondered how important it was for the long-term positioning of the system to accelerate the simplification and harmonization of business practices, bearing in mind that several quadrennial comprehensive periodic reviews had already underscored the importance of doing so. Third, the panel should provide more information on which business policies, procedures and practices should be accorded high priority in terms of harmonization across development system entities.

2. **Mr. Egli** (Deputy Head of the Division for Global Institutions of the Swiss Agency for Development Cooperation), panellist, said that at the core of the quadrennial comprehensive periodic review was the conviction that the three pillars of the United Nations system must work together in a much more integrated way, with fewer entity-specific representations around the world and a more flexible and cost-efficient field presence. To that end, back office services would need to become better integrated, and progress would be required towards implementing common business operation strategies. Ultimately, the shift must be away from an agency-specific system operating in silos and towards a United Nations operational platform capable of providing quality services across the pillars of the Organization's mandate.

3. The system-wide strategy of the United Nations development system must address changes both on the programmatic side and in the manner in which United Nations agencies operated. All stakeholders must agree on the best possible business model and develop a time-bound change management plan, under which common business operations would become the norm. The overarching goal of operational reform should therefore be harmonization and integration.

4. Business operation strategies — an important element of promoting harmonization towards a common back office — had helped to establish more efficient ways of providing quality services jointly at the local level. The growing number of agency-specific regional platforms should be transformed into service platforms for the entire system. Moreover, implementation must start at the top of each agency and consistently follow through at all levels; it would not suffice to harmonize rules and procedures and put in place a management accountability system, as the failure to follow through on many United Nations development group decisions had demonstrated. Lastly, Member States should use the partnership dialogue to put in place funding modalities that incentivized joint work and required more United Nations Development Assistance Frameworks (UNDAFs) to integrate their business operation strategies, in addition to using their board memberships to influence system-wide integration efforts.

5. **Mr. Gass** (Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs) wondered how much progress had been made by the Swiss Agency for Development Cooperation towards delivering as one with embassies and development agencies and whether those efforts to integrate had confronted problems similar to those encountered by the United Nations development system.

6. **Mr. Egli** (Deputy Head of the Division for Global Institutions of the Swiss Agency for Development Cooperation) said that the Swiss Government's sustainable development strategy was set out in a four-year framework known as the "Dispatch on International Cooperation". Like the United Nations development system, the Swiss system was composed of different departments coming together under a single framework to implement the strategy through joint programming and planning at headquarters and in the field. In contrast, activity at headquarters was not integrated, with different units and entities instead of one back office.

7. At the country level — analogous to the United Nations Development Assistance Framework — various offices had been integrated and human resources, information technology and accounting systems had been harmonized. Despite the individual entities' initial scepticism and fear of losing freedom under a more integrated system, the arduous, still ongoing process had already resulted in greater coherence and more efficient service delivery.

8. **Ms. Beagle** (Vice-Chair of the High-level Committee on Management and Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS)) said that she was also chairing the Advisory Group of the United Nations Development Group (UNDG) at the Assistant Secretary-General level. Senior managers were collaborating very closely on operational infrastructure and business models, and their efforts to develop a shared vision, share best practices and address fragmentation were bearing fruit. However, that progress would need to be accelerated and scaled up in order to meet the expectations of the quadrennial comprehensive policy review, and broader partnerships and support from all stakeholders would be required.

9. With a view to modernizing and simplifying processes, reducing transaction costs and supporting integrated programmatic action, the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) had decided on six priorities: innovative and sustainable business solutions; the capacity of the system to work with multi-stakeholder and multisectoral partnerships; a global and flexible workforce; the safety and security of all staff; the production of good-quality, accessible and disaggregated data; and risk management and resilience-building.

10. In terms of achievements, human resources management remained one of the most difficult areas, but the Committee had made progress. In particular, it had developed a harmonized policy framework for the recruitment of local staff to enable inter-agency mobility at the country level, which was a significant step forward. With regard to data, the CEB website had been redesigned and was one of the most comprehensive sources of information on the United Nations system. The United Nations system data catalogue had been launched in 2016 and had increased the accessibility of United Nations system data. The Committee had adopted a common reference risk management, oversight and accountability model for the United Nations system, which applied the "three lines of defence" model developed by the Institute of Internal Auditors, an internationally recognized standard. The greatest strides had been made in procurement, in terms of streamlining processes and standardizing documentation. Collaboration on treasury services had resulted in significant savings, which had improved United Nations purchasing power and freed up resources for programming in host countries.

11. The aim was to build on those achievements and expand global service provision, either through existing centres or alternative arrangements. The Committee's work supported UNDG efforts to mainstream the business operations strategy, the standard operating procedures and the accompanying Plan of Action for Headquarters. The Committee had also worked with UNDG and the United Nations System Staff College to train hundreds of country staff members in using the new tools, which was an important step towards creating a new culture.

12. With regard to the challenges, collective work must be recognized and rewarded through its inclusion in performance management documents and the development of better mechanisms to measure contributions to joint work. The operations component must be integrated from the outset in the UNDAF process, which had produced excellent results thus far. Improved communications strategies would ensure that country teams were aware of the joint operational tools at their disposal. The United Nations system lacked professional change management expertise, which meant that much closer collaboration with the private sector would be needed. Leadership was crucial at all levels, but in particular from the resident coordinator, since operations management staff at the country level did not have the authority to effect necessary change. Lastly, Member States should be urged to remove roadblocks to common business operations by modernizing regulatory frameworks and emphasizing inter-agency collaboration in all governing bodies.

13. **Mr. Kramer** (Inspector and Chair of the United Nations Joint Inspection Unit) said that, in light of the Secretary-General's proposal to develop a global service delivery model for the Secretariat, he had recently prepared a report on changes in administrative support service delivery in seven United Nations organizations (JIU/REP/2016/11). All the initiatives studied had been organization-specific rather than inter-agency, and had consisted of the consolidation of service delivery into fewer units and its relocation to low-cost destinations. However, financial savings should not be the only consideration; standardization, improved service quality and enhanced risk management were all important features that often did not receive sufficient attention. In addition, a focus on short-term savings was counterproductive, since

embedding change and realizing benefits required both investment and time. His research had shown that leadership in driving change was a key determinant of success; the voluntary, bottom-up approach embedded in the business operations strategy was thus unlikely to result in the necessary scale and corporate buy-in. Despite the emphasis on country-level operations in the quadrennial comprehensive policy review, administrative support service delivery arrangements should be decided at the system level.

14. In addition, there were governance gaps. The operational activities for development segment was an important driver of change in country-level operations, but might not be enough to secure the participation of all stakeholders. He wondered whether resolutions such as General Assembly resolution 71/243 on the quadrennial comprehensive policy review were reflected in the governing bodies of funds and programmes or of the specialized agencies. He hoped that the review of governance arrangements requested in paragraph 45 of General Assembly resolution 71/243 would result in ambitious ideas.

15. The Council, in its coordinating role, should encourage CEB to develop opportunities for optimizing business operations. CEB had expressed a strong ambition to deliver on the extensive horizontal cooperation required to implement the 2030 Agenda. Principle 9, one of the 11 principles adopted by CEB to guide the support of the United Nations system for implementation of the 2030 Agenda, highlighted effective service delivery through global and integrated approaches and policy platforms. In practice, that meant that legislative bodies should maintain a keen interest in how the CEB strategic plans and results framework translated into action and results. Since it was very difficult to effect such change in the United Nations system, legislative bodies and Member States should provide the organizations, secretariats and inter-agency machinery with sustained engagement and practical support as well as policy direction.

16. **Mr. Samarasinha** (United Nations Resident Coordinator and United Nations Development Programme Resident Representative in Belarus) said that there was a disconnect between the programme questions typically of interest to resident coordinators and the more routine matters involved in back office operations, akin to the disconnect between headquarters and field operations. Nevertheless, progress had been achieved in the previous few years under the guidance of the United Nations Development Group; business operation strategies had been introduced in a third of United Nations country teams, with another 38 per cent to formulate strategies in 2017. Furthermore, the United Nations Development Group was planning to scale up integrated service centres and expand on common service packages, and United Nations organizations were engaged in mutual recognition of their business procedures at headquarters level.

17. In order for the United Nations to become capable of helping Member States achieve the Sustainable Development Goals, coordination — a topic often discussed system-wide — must become a reality. According to a 2015 operations management team survey, entities at all levels remained reluctant to pursue further coordination; the security sector was a notable exception to that rule, largely owing to the fact that most security initiatives were funded by pooling resources. Pooled funding should therefore be considered for some operational services.

18. At Headquarters, stronger political commitment was required from the heads of United Nations entities, in addition to buy-in and accountability from middle managers, who were effectively responsible for implementing various strategic plans and overseeing coordination between them. Moreover, Member States must send a consistent message across the governing bodies and at the country level. Dependable system-wide resources would be equally vital.

19. For their part, United Nations country teams could become more operationally efficient by being bold and innovative, despite the fact that they were not normally rewarded for doing so. Resident coordinators acted as the Member States' agents of change in the field and, as such, should receive Member State support in the form of resources and mutual accountability.

20. Moving forward, better knowledge management and dissemination across agencies would be needed in order for agencies to be able to learn from and about each other and ultimately work together. In addition, evidence of the improved efficiency resulting from added cohesiveness must be provided to convince partners, donors and host Governments of its benefits. In order to ensure cohesive processes at the regional level, it would be necessary to encourage host Governments to find common space for agencies to operate in; agencies, in turn, would need to invest in capital costs with the expectation that they would recover their expenses over time. To conclude, transparency and accountability, as promoted by a free media and a robust civil society, made United Nations entities, including country teams, more cost-effective and more disciplined about working together.

21. **Mr. Zambrano Ortiz** (Observer for Ecuador), speaking on behalf of the Group of 77 and China, said that the guidelines set forth in the quadrennial comprehensive policy review should be embedded in the activities of the United Nations development system as a whole. Operational activities for development at the country level should be aligned with national development plans and strategies to strengthen national ownership and leadership.

22. There was no one-size-fits-all approach to development. The entities of the United Nations development system had experience and expertise that reflected their mandates and strategic plans. Improved coordination and coherence at all levels should recognize those respective mandates, roles and expertise. The quadrennial comprehensive policy review had stressed the importance of improving the efficiency and effectiveness of the resident coordinator system in order to better coordinate the country teams and their implementation of the United Nations Development Assistance Frameworks. That focus on national ownership and leadership should be at the core of activities at the country level.

23. Pursuant to the quadrennial comprehensive policy review, United Nations country teams led by the resident coordinator should submit annual reports to programme country Governments on the results achieved by the country team within the context of the United Nations Development Assistance Framework or equivalent planning framework. Also pursuant to the quadrennial comprehensive policy review, the United Nations development system should continue to support all programme countries regardless of their preferred modality for the delivery of assistance.

24. **Ms. O'Connor** (United Kingdom) said that it would be interesting to know what Member States could do to build a more coherent approach to encourage collaboration.

25. **Ms. Clifford** (Australia) said that it would be useful to know more about the need for more evidence and knowledge management, and the interface between innovative solutions to problems in the field and the work of the entities present.

26. **Ms. Regueira** (Observer for Cuba) said that while coherence was important, the system still needed to retain its flexibility through voluntary participation in the "Delivering as one" initiative. As recommended in the quadrennial comprehensive policy review, the implementation of the standard operating procedures should not be made universal or generalized to the entire system. Rather, integration should take place on a case-by-case basis without adversely affecting the specificities of each entity and its mandate. It was important to know how to achieve inter-agency dialogue concerning those two perspectives.

27. **Mr. Denys** (Belgium) said that some of the executive directors of the funds and programmes had pointed to the difficulties of harmonizing business systems and practices when they had different funding structures and origins. She would welcome the panellists' views on that issue.

28. **Ms. Kern** (Germany) said that since middle management should sometimes be encouraged to implement the existing guidelines, it would be useful to know what practical steps Member States could take to support middle management, and, regarding evidence, how much money could be saved in order to do more with less. If more disaggregated data could be communicated to capitals to prove that greater efficiency had been achieved, that would be a good argument for raising more funds.

29. **Mr. Kramer** (Inspector and Chair of the United Nations Joint Inspection Unit) said that Member States should ask themselves why the United Nations development system had not progressed very far. The executive boards should be used to parallel the themes that emerged from the General Assembly and executive heads should demonstrate the efficiency of business operations, and show how inter-agency cooperation fit into that mix, even though it was not always the best solution. There should also be more engagement with the administrative and budgetary side of those processes. At one time, Member States were overly involved in the details of the funds and programmes, but it was possible that the pendulum had swung the other way more recently. Clear measures of efficiency benchmarked against events in the world would be useful. The point was not integration but efficiency and service delivery.

30. **Ms. Beagle** (Vice-Chair of the High-level Committee on Management and Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS)) said that Member States should adopt funding approaches that promoted integrated action and provided political support for collaborative work. There was irrefutable hard evidence of savings but soft evidence was also available and could be drawn from the successful operations of country teams. Leadership should come from the top, and middle management should function in a way that it believed would be valued by organizations. Leadership therefore added value when it made it obvious that the sum was greater than the parts.

31. **Mr. Egli** (Deputy Head of the Division for Global Institutions of the Swiss Agency for Development

Cooperation) said that the best opportunity to support joint work and express it in the executive boards was in the forthcoming discussion of the strategic plan, which should be translated into an integrated resources framework that would show what was being done collaboratively.

32. **Mr. Samarasinha** (United Nations Resident Coordinator and United Nations Development Programme Resident Representative in Belarus) said that Member States should speak in one voice in the governing bodies and not give different messages to different funds and programmes. More could be done to ensure accountability at the country level; the reinvestment of in-country savings in the country itself rather than going through Headquarters, since that would encourage host Governments to hold the system more accountable for savings. Member States could also do more to ensure that they had common premises rather than multiple offices.

33. Different donors would pay for different operational services. Evidence needed to be disseminated and disaggregated by country typology and country team size. Regarding middle management, performance evaluation, promotions and reassignments were perhaps not sufficiently linked to performance in the area of back-office operations. It was true that the one-size-fits-all approach was not appropriate, but that should not become an excuse since the funds and programmes all had operations in the areas of human resources, procurement, travel, finance, information technology, security and the like. If the Sustainable Development Goals were indeed integrated and indivisible, it made no sense to provide fragmented operational support in search of holistic comprehensive development solutions.

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*) (A/72/61-E/2017/4)

(b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (*continued*) (E/2016/34/Rev.1, E/2016/35 and E/2017/36)

General discussion

34. **The President** invited the Council to begin its general discussion of agenda item 7 as a whole.

35. **Mr. Sevilla Borja** (Observer for Ecuador), speaking on behalf of the Group of 77 and China, said that the current segment was a good opportunity to review the strategic policy orientations of the entire system, as determined by the General Assembly through the resolution on the quadrennial comprehensive policy review. The Group of 77 and China hoped to discuss their implementation. The General Assembly had decided that the quadrennial comprehensive policy review should be the main instrument for effective cooperation between the operational activities for development of the United Nations and Member States for the implementation of the 2030 Agenda for Sustainable Development.

36. The physical presence on the ground of the United Nations development system should be consistent with national realities, taking into account the 2030 Agenda and other internationally agreed goals, as reflected in the United Nations Development Assistance Framework and other equivalent planning frameworks. To achieve cost-efficiency, the United Nations development system should adopt flexible, cost-effective and participatory models for activities on the ground.

37. The guidelines established by the quadrennial comprehensive policy review should be mainstreamed into the activities of the United Nations development system. Firstly, operational activities for development at the country level should be aligned with national development plans and strategies in order to strengthen national control and leadership, and avoid a one-size-fits-all approach to development. Secondly, when United Nations development system entities mainstreamed the Sustainable Development Goals into their planning and work, they should bear in mind that the eradication of poverty, including extreme poverty, remained the greatest global challenge and priority and the underlying objective of operational activities for development.

38. Furthermore, the building, development and strengthening of national capacities at the country level should be supported by the United Nations development system by means of various instruments including, but not restricted to, the functions mentioned in paragraph 21 of the resolution. That list was illustrative and not exhaustive and was not a straitjacket.

39. The quadrennial comprehensive policy review also called upon the United Nations development system to mainstream into its activities its support for South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a system-wide approach in line with the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation.

40. The General Assembly had also decided to improve the governance of the United Nations development system, its accountability, the overall coordination of the entities of the United Nations development system and their oversight by Member States. The next report of the Secretary-General should take into account all of those issues, which went beyond the coordination and coherence aspects. The system should improve its responsiveness to Member States, inter alia through more systematic discussions at Headquarters, including the Chief Executives Board.

41. The quadrennial comprehensive policy review had stressed the importance of increasing the efficiency and effectiveness of the resident coordinator system in order to better organize the United Nations country teams so that they could assist the implementation of the United Nations Development Assistance Framework in line with national plans and strategies. Those measures and others shared a focus on national ownership and leadership. National plans and priorities should also guide the coordination of operational activities for development and humanitarian assistance, as well as peacebuilding efforts at the national level in countries facing humanitarian emergencies and in countries in conflict and post-conflict situations. That coordination should take place within the framework of the mandates of United Nations development system entities and in accordance with the provisions of paragraph 24 of the resolution.

42. Core resources continued to be the pillar of the system and non-core resources were not a substitute. The Group of 77 and China was concerned about the growing imbalance between core and non-core funds. The governing bodies of United Nations development system entities should take concrete measures to address that negative trend.

43. Pooled funding initiatives, innovative financing mechanisms and partnerships should not only be accompanied by measures to ensure transparency, accountability and oversight but also complement, rather than replace, core resources and official development assistance (ODA). Such initiatives should not blur the distinction between operational activities for development and operational activities related to humanitarian assistance and/or peacebuilding cooperation.

44. **Mr. Mansfield** (Observer for Malta), speaking on behalf of the European Union and its member States, said that the provisions of the latest quadrennial comprehensive policy review resolution could be a new beginning for the United Nations development system at the headquarters and field levels, and an opportunity to improve the governance and financing architecture of the operational activities for development. Reform would enable the system to adapt to new expectations, address growing global challenges such as climate change and large movements of migrants and refugees, and work better on the 2030 Agenda. The Secretary-General should send a strong signal to the United Nations development system to focus on delivering on the 2030 Agenda.

45. Partnerships would be critical to delivering on the 2030 Agenda and making the United Nations development system work more effectively. Both Member States and the system itself had a responsibility to ensure the system was adequately resourced. The quadrennial comprehensive policy review mandates, including pooled and innovative funding, full cost recovery and integrated financing approaches at the country level would ultimately allow the system to support Member States more coherently in the long term. Financing of the system should be more transparent and accountable and be based on the principles of aid and development efficiency.

46. The European Union and its member States attached great importance to the system-wide outline of present functions and existing capacities of all United Nations entities carrying out operational activities for development. They looked forward to the recommendations on identified gaps and overlaps in coverage that would form the basis for a system-wide strategic document leading to the alignment of funding modalities with the functions of the United Nations development system. The identification of comparative advantages would help improve the inter-agency approach to the 2030 Agenda.

47. An empowered resident coordinator system would lead to common programming and the mutualization of human and financial resources. The follow-up to the quadrennial comprehensive policy review should include more widespread implementation of the standard operating procedures and the business operations strategies. "Delivering as one" was the most effective way for the United Nations to work at the country level. Accordingly, the existing cost-sharing agreement for the resident coordinator system should

be fully implemented and it was therefore regrettable that the Fifth Committee had yet again failed to approve the agreed contribution by the Department of Economic and Social Affairs during its current session. That contribution was essential if the resident coordinator system was to carry out its coordination tasks which benefited all entities in the system, including the Department of Economic and Social Affairs.

48. There was a need for strengthened coordination between the United Nations development system and humanitarian actors in the areas of gender equality and the empowerment of women, human rights and the human rights-based approach to sustainable development. In that regard, he welcomed the practical steps set out in the quadrennial comprehensive policy review on joint risk analysis, needs assessments and practice response. Similar coordination was needed between sustainable development and sustaining peace, which aimed to build a common vision of a society in which the needs of all sectors of the population were taken into account; internal conflicts were prevented; parties to conflicts were helped to end hostilities; and local governments received support in implementing national reconciliation and moving towards reconstruction and development. The United Nations development system therefore had a central role in sustaining peace, as highlighted during the High-level Dialogue on Building Sustainable Peace for All: Synergies between the 2030 Agenda for Sustainable Development and Sustaining Peace. The system should address the root causes of conflict by working together across United Nations pillars and agencies. The Secretary-General's emphasis on conflict prevention and sustaining peace was encouraging.

49. In conclusion, he said that the implementation of the 2016 quadrennial comprehensive policy review would require a refocused United Nations development system that mainstreamed the 2030 Agenda into all its operational activities, used resources efficiently, was collaborative and was accountable for results.

50. **Mr. Sareer** (Observer for Maldives), speaking on behalf of the Alliance of Small Island States, said that the delicately balanced text of the quadrennial comprehensive policy review should not be renegotiated. Instead, the mandates and guidelines of the review should be embedded in the operational activities of the United Nations development system at all levels. The entities of the United Nations development system should, in particular, take into account the specific challenges facing small island developing States and other vulnerable groups (A/RES/71/243, paras. 10 and 11). Since the implementation of the 2030 Agenda had to be country-led, the United Nations development system should be in a position to respond to the priorities of countries in a transparent, coherent and coordinated manner in order to maximize all resources.

51. The system should also strengthen synergies with international financial institutions, the private sector and other stakeholders to identify innovative financing options and assist Member States in accessing resources for sustainable development. It should also engage with those institutions to ensure greater alignment and integration between multilateral processes, and enhance funding criteria beyond income by taking into account multidimensional aspects that were critical factors in the development of countries such as small island developing States.

52. Its current guidelines and policies should be enhanced to meet the demands of the 2030 Agenda and be rooted in mutual respect, transparency and accountability while maintaining an inclusive, coherent and balanced approach. The system needed to be flexible to ensure that the mechanisms, guidelines and policies remained relevant. In that regard, the call for a review of multi-country offices was very important for small island developing States since support on the ground was key to their successful implementation of the 2030 Agenda. Capacity-building at the national level was vital to ensuring coherence and coordination. Global partnerships also played a key role in most programme countries. Developed partners should meet their ODA commitments and contribute more to core funding. Non-core contributions should be more flexible in an effort to address the priorities of programme countries, rather than the specific priorities of development partners.

53. **Mr. Zamora Rivas** (Observer for El Salvador), speaking on behalf of the Community of Latin American and Caribbean States, said that the physical presence of the United Nations development system should firstly be aligned with national needs and secondly take into account the demands of the 2030 Agenda. Both should be reflected in the agreed United Nations Development Assistance Framework, or equivalent planning framework, for certain other countries, and ensure cost-effectiveness. The United Nations development system should accordingly adopt flexible and cost-effective models to achieve its goals.

54. The United Nations development system needed to continue its support for countries in the Latin American and Caribbean region and their efforts to implement the 2030 Agenda in accordance with their national priorities. It should provide resources, taking

into account the universal, indivisible and inclusive nature of the 2030 Agenda and ensuring a coherent approach that the interconnections and cross-cutting elements across the Sustainable Development Goals and targets. Organizations in the United Nations development system should allocate sufficient resources to that end, including through the corresponding regional bureaux.

55. States members of the Community of Latin American and Caribbean States called for increased international support for capacity-building in developing countries. All countries in the region, which were mostly middle-income countries, still faced many difficulties in reducing inequality and were addressing structural challenges as well as strengthening their capacity to achieve sustainable development. The United Nations development system, international financial institutions, regional organizations and other stakeholders should therefore take into account the specific needs of countries in the region and reflect them in their strategies and policies.

56. South-South and triangular cooperation among the countries and peoples in his region resulted from shared experiences and goals, guided by the principles of respect for sovereignty and national ownership. South-South and triangular cooperation should be mainstreamed into the policies and strategic frameworks of United Nations system funds, programmes and specialized agencies. He reiterated the mandate and key role of the United Nations Office for South-South Cooperation, as the focal point for promoting South-South and triangular cooperation on a global scale and across the entire United Nations system, taking into account lessons learned, best practices and the exchange of knowledge.

57. Development was an end in itself and, in countries in conflict and post-conflict situations, the work of United Nations development system entities could contribute to peacebuilding and sustaining peace in accordance with their national plans, needs and priorities while respecting national ownership. Coordination and synergies should be improved in order to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda, without prejudice to resources allocated to development.

58. The Secretary-General's report should present options on how to improve the accountability and overall coordination of United Nations entities, and reinforce the principles set forth in the latest quadrennial comprehensive policy review resolution. As core resources were key to the operational activities for development of the United Nations, the diminishing share of core resources in United Nations development system entities in recent years gave cause for concern.

59. **Ms. Beckles** (Trinidad and Tobago), speaking on behalf of the Caribbean Community (CARICOM), said that CARICOM welcomed the move towards a multi-State development framework. However, it was important to recognize the vulnerabilities of individual countries even as the system took into account the unique vulnerabilities and development challenges of small island developing States. The United Nations development system should therefore be driven by a multidimensional approach to development support based on national priorities, countries' specific needs, national ownership and leadership. A one-size-fits-all approach to sustainable development should be avoided. The 2016 quadrennial comprehensive policy review resolution had underscored that position.

60. Operational activities for development should encourage national capacity-building through the transfer of new technologies to developing countries and enable them to access the full range of services provided by the United Nations development system, including country offices and regional commissions.

61. Data collection and analysis were critical to tracking the implementation, review and follow-up of the 2030 Agenda. The United Nations development system had an important role in strengthening the planning, management and evaluation capacities of national institutions. That included statistical capacities to collect and analyse reliable disaggregated data.

62. South-South cooperation was an important complement to North-South cooperation. South-South, North-South and triangular cooperation should be integrated into the operational activities for development so that development programmes and initiatives supported South-South cooperation in a manner that provided access to science, technology, innovation and knowledge-sharing.

63. Adequate and predictable funding was needed for the operational activities of the United Nations system. It was therefore a cause for concern that the growth in core resources had been slow and that non-core funding had been strictly earmarked and was highly dependent on a small group of donors. As a result, the funding base for operational activities was vulnerable to political and economic shocks. Furthermore, CARICOM welcomed the discussion of integrated strategies on balancing core and non-core resources in a manner that ensured adequate, predictable and flexible funding.

64. The multidimensional nature of the 2030 Agenda also required more flexible and coordinated governance. The quadrennial comprehensive policy review provided an excellent framework for improving the efficiency, effectiveness and coherence of United Nations funds, programmes and specialized agencies, the resident coordinator system and country teams. The United Nations development system would, as a result, be better placed to support the "Delivering as one" approach, reduce duplication and enhance synergies.

65. **Mr. Palma Cerna** (Honduras), speaking on behalf of the Like-minded Group of Countries Supporters of Middle-Income Countries, highlighted the need to implement the actions outlined in paragraphs 71 and 72 of the Addis Ababa Action Agenda and paragraph 65 of the 2030 Agenda for Sustainable Development, as well as other actions in support of middle-income countries. In keeping with the universal, integrated nature of the 2030 Agenda and the principle of leaving no one behind, all efforts should target those most in need, regardless of their geographical location. The challenges that middle-income countries faced must not hinder or reverse their development efforts.

66. Despite efforts to enhance coordination, there was room for improvement: the United Nations development system should establish a long-term, inter-agency, system-wide coordination action plan for sustainable development in middle-income countries. The plan should be formulated on the basis of evidence and contain clear objectives, indicators and sources of financing.

67. The development system should, in consultation with the international financial institutions and building on existing initiatives, develop transparent criteria, other than income criteria, for measuring development. The new indicators should enable the recognition of poverty in all its forms and dimensions and the evaluation of the social, economic and environmental dimensions of domestic output, as well as structural gaps at all levels.

68. In addition, the United Nations development system should develop a flexible, overarching and coherent framework for its engagement with middle-income countries, harnessing the experiences of the United Nations entities that had adapted their business models and programming approaches to specific countries. Building middle-income countries' national capacities would also enhance their ability to contribute to the achievement of the 2030 Agenda. Such capacity-building should be based on coherent policies that were aligned to national development plans, and should address countries' particular vulnerabilities.

69. In view of existing funding realities and the fact that the majority of Member States were middle-income countries, the role of the development system needed to be further articulated to reflect their different capacities, priorities and needs, particularly as regarded service delivery, policy advice and technical assistance. The elaboration of the core funds' and programmes' strategic plans was a great opportunity for the development system to determine how to address the challenges faced by middle-income countries in implementing the 2030 Agenda, the Addis Ababa Action Agenda and the recommendations contained in General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The Like-minded Group of Countries Supporters of Middle-Income Countries stood ready to share its experiences and contribute to that process.

70. **Ms. Moses** (Observer for Nauru), speaking on behalf of the Group of Pacific Small Island Developing States, said that 10 Pacific countries currently relied on a single multi-country office, a situation which was not optimal, as they did not benefit from the full suite of support offered by the United Nations development system. General Assembly resolution 71/243 called on the development system to review and tailor the operational activities of multi-country offices to ensure that they fully supported the policies and projects of the countries under their purview; if they could not do so, it would be necessary to reduce the number of countries per office. To meet the ambitious objectives of the 2030 Agenda, the staff of country offices should include seasoned international civil servants who would build the capacity of local staff and national institutions and strengthen coherence with multi-country offices.

71. Implementation of the mandate contained in General Assembly resolution 71/243 for all activities of the United Nations development system to operate as coherently as possible under the strengthened leadership of resident coordinators required better use of the United Nations Development Assistance Frameworks, which should be prepared and put into practice with the full participation of national Governments. Better joint programming at the country level was also needed to ensure that development assistance funding was not driven into silos.

72. In view of the Pacific region's unique vulnerability to natural disasters and other effects of climate change, development efforts must remain

focused on climate change adaptation, disaster risk reduction and resilience-building, which would require long-term planning and stable, predictable funding. She expressed concern at the increased reliance on non-core resources to finance development activities. Given the demands of the 2030 Agenda, all resources in support of development must be scaled up and aligned to the priorities set out in the UNDAFs. A coherent system-wide response was needed to meet the sustainable development challenges faced by countries of the Pacific region.

73. **Ms. Bird** (Australia), speaking also on behalf of Canada and New Zealand, said that the political guidance needed to reform the United Nations development system already existed; what was needed most was strong leadership to make the proposed reforms a reality. Any reform of the system must be true to United Nations ideals of inclusiveness: it must be grounded on respect for the sanctity of human life and the importance of giving everyone the opportunities and capacities to make their life their own. Last-mile programming, a gender equality focus, disability inclusion, and giving special attention to small island developing States, least developed countries and landlocked countries were important to ensure that the 2030 Agenda reached everyone.

74. An aid mentality would not suffice to meet the ambitious goals of the 2030 Agenda, which included eradicating poverty, achieving sustainable development and leaving no one behind. It would be necessary to transform economics, provide social safety nets, and harness finances, partnerships, and innovation and technology — to think beyond the United Nations and to link prosperity to sustainability, and resilience to peace.

75. Although the United Nations was a globally respected and trusted actor, it could not deliver on its mandates alone. It needed to harness the huge capacity of Governments, the private sector, development banks, philanthropists, civil society and others to reform its systems and operations in order to deliver effectively on a shared global agenda. It should use strongly, collaboratively led organizations which had sophisticated financing and learning systems as models.

76. **Mr. Barraza** (Chile), Minister for Social Development, said that although Governments bore the primary responsibility for implementing the 2030 Agenda, the leadership of the United Nations development system was crucial in ensuring that international conditions were conducive to their success.

77. There was scope for enhancing the role of the system in various ways. Since States themselves were best placed to evaluate their citizens' needs, the development system must be geared to national sustainable development priorities: a single development programme would not work for all Member States. In addition, in view of the multidimensional challenges of the 2030 Agenda, the system must work in a coordinated manner, with strengthened communication among its different entities. It must also quickly align its work and programme cycles with the budgetary cycle to ensure that there was adequate funding for implementation of the 2030 Agenda. Both national Governments and the United Nations development system should improve transparency and accountability. In that connection, he welcomed the efforts of the Secretary-General to reduce the excessive bureaucracy of the United Nations system.

78. His delegation was also pleased that the segment would include an analysis of operational activities for development in countries in special situations and middle-income countries. All aspects of sustainable development should be taken into consideration in the process of reforming the system. More comprehensive ways of measuring development that went beyond the criterion of national per capita income were needed, in line with the cross-cutting, inclusive vision of the 2030 Agenda.

79. **Ms. Haque** (Observer for Bangladesh), speaking on behalf of the Group of Least Developed Countries, highlighted the valuable support for the least developed countries mandated by General Assembly resolution 71/243. To fulfil its new mandates, the United Nations development system must reposition itself to better support the least developed countries in their efforts to achieve the Sustainable Development Goals, with the strategic plans, operational activities and programmes of its entities specifically incorporating the least developed countries' priority needs.

80. The current funding trends towards reduced flexibility and predictability, and greater fragmentation of resources, must be reversed. Above all, the least developed countries needed normative and operational support, including financial and technical support, in order to achieve the Goals of the 2030 Agenda and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action). Existing contributions for operational activities were far from adequate. Although vital, and appreciated, humanitarian assistance should not come at the expense of core development work.

81. The United Nations development system should find innovative ways of strengthening cooperation among countries, including countries of the South, with a view to implementing the Istanbul Programme of Action. It was encouraging that the eighteenth replenishment of the International Development Association (IDA 18) had raised over $75 billion; a major share of those funds should be allocated to least developed countries. Income should not be the sole criterion for the allocation of funding: least developed countries' economic vulnerability index and human assets index ratings must also be considered.

82. Eradicating poverty and hunger, ensuring access to public health, education and other services, addressing the impacts of climate change and building productive capacity in the least developed countries should remain at the heart of United Nations development cooperation. The system must also provide capacity-building for the least developed countries in relation to data, statistics and knowledge platforms, as well as monitoring and reporting in support of national implementation of the Sustainable Development Goals.

83. **Mr. Vieira** (Brazil) said that the entities of the United Nations development system were now tasked with translating the guidance contained in General Assembly resolution 71/243 into a new cycle of strategic plans with clear lines of action defining how they would help countries to achieve the 2030 Agenda. The plans must capture the full range of policy guidance contained in the resolution; in particular, they must accord the highest priority to eradicating poverty in all its forms and dimensions, and emphasize the development of national capacities and support for South-South cooperation.

84. The operational activities segment was a good opportunity to reflect on the requests made of the Secretary-General in General Assembly resolution 71/243 concerning the outline of the functions of the entities of the United Nations development system, the improvement of accountability, coordination and oversight of the system and the strengthening of the resident coordinator system. The outline should be used to identify gaps and overlaps in the work of the various entities of the system and to improve collaboration; in addition, the entities' functions and capacities should be defined in a flexible manner. The outline should not be expected to address issues of funding or strategy, or modalities of country presence.

85. As requested in the resolution, the system must better coordinate its development, peacebuilding and humanitarian work, which would contribute to sustaining peace. Brazil supported the Secretary-General's holistic vision for development, which he had presented at the high-level dialogue entitled "Building Sustainable Peace for All: Synergies between the 2030 Agenda for Sustainable Development and Sustaining Peace". His country also welcomed the Secretary-General's emphasis on a preventative approach. As the United Nations development system was a neutral entity, it was crucial that its role remained purely development-related and not political.

86. **Mr. Mminele** (South Africa) said that operational activities for development must complement developing countries' national efforts to address poverty, unemployment and inequality. His delegation remained concerned that as the end of the Second United Nations Decade for the Eradication of Poverty approached, and in spite of the adoption of the 2030 Agenda, poverty, inequality and underdevelopment were on the rise, and the struggle for access to the most basic resources continued. Eradicating poverty in all its forms and dimensions should be the primary focus of the work of the United Nations development system.

87. The decline in core resources and the increase in non-core resources earmarked for specific initiatives had caused fragmentation, as well as confusion regarding which funding models to use. In his next report, the Secretary-General should provide an update on steps taken to address the lack of adequate and predictable funding for operational activities for development. Although humanitarian funding was important, development projects created infrastructure and systems that increased stability and lessened the risk of humanitarian crises; development must, therefore, remain the priority of the United Nations development system.

88. The various entities in the development system must enhance their cooperation and collaboration with a view to ensuring efficiency and avoiding duplication. He urged donor countries to provide greater support to the system. The resident coordinator system should be strengthened to make country-level work more effective and coherent. In particular, resident coordinators should support United Nations country teams, especially in developing the new UNDAFs, to ensure that the provisions of the new quadrennial comprehensive policy review were met.

89. **Mr. Meza-Cuadra** (Peru) said that the repositioning of the United Nations development system to ensure that it addressed countries' needs and supported them to meet Sustainable Development Goals in a more coherent, efficient and effective manner must be a short-term process. Peru welcomed

General Assembly resolution 71/243, and, in particular, the strengthening of the system through mandates designed to build results-based management.

90. As a middle-income country, Peru believed that the proposed changes would increase efficiency and effectiveness, strengthening the legitimacy and functionality of the system. The United Nations had a key role to play in building middle-income countries' capacities to overcome structural gaps and global challenges, including by channelling international cooperation and fostering strategic public-private partnerships toward helping them achieve the Sustainable Development Goals. As countries incorporated the Goals into their national development programmes, it was equally important for the development system to rapidly put into practice the policy guidance contained in the resolution.

91. It was important to strengthen the linkages between sustainable development, humanitarian assistance and peacekeeping in line with the integrated and indivisible nature of the Sustainable Development Goals. The emphasis on the dignity of the human person and human rights and freedoms in the 2030 Agenda should also underpin the other areas of the Organization's work. Overlaps and gaps in the system should be addressed with regard for the competencies and mandates of its different entities and treated as opportunities to identify complementarity and synergies, without that process adversely affecting resources for development. With its emphasis on the need for more just, peaceful and inclusive societies, the 2030 Agenda should be used as a tool for addressing the root causes of conflicts and humanitarian crises. A preventative approach to conflict would contribute to many of the Sustainable Development Goals, including ensuring the availability of safe water, which in many parts of the world was limited by conflicts. Climate change and rising sea levels, which disproportionately affected middle-income countries, should also be addressed preventatively. Development work must always be adapted to individual countries' circumstances, challenges, policies and national development priorities.

92. **Ms. Luo** (China) said that in the light of the multiple challenges facing humankind, it was necessary for the international community to work together in accordance with the purposes and principles of the Charter of the United Nations in order to build a shared future. The United Nations development system should be supported to pursue development as its central mission. It should also evolve with the times and continue to strengthen and improve its activities.

93. The system must focus on poverty eradication as its primary task. As poverty was the root cause of many other problems, its eradication was indispensable for development; it also had a bearing on world peace and stability. Poverty eradication must remain the priority for system entities when drafting their short-term plans; to that end, they should clearly identify relevant goals, measures and institutional capacities. The system should also promote coordinated economic, environmental and social development in order to contribute to conflict prevention.

94. The development system must improve coordination of its development, humanitarian relief and peacebuilding work. It must have an accurate understanding of the mandate set out in General Assembly resolution 71/243 with regard to countries in conflict and post-conflict situations. It must carry out its development and humanitarian relief work in those countries, as well as its basic work in all programme countries, in a balanced manner. The various entities of the system must also build the capacity of developing countries, and address the special challenges faced by least developed countries, landlocked developing countries, small island developing States and middle-income countries. China stood ready to play a constructive and active role in the activities of the development system so as to contribute to the realization of the 2030 Agenda.

95. **Ms. Fofana** (Burkina Faso) said that State efforts to eradicate poverty, protect the planet and ensure prosperity for all through the implementation the Sustainable Development Goals should be given significant support from the international community through a dynamic and effective global partnership. The Goals were achievable, provided that the United Nations development system could provide more effective assistance to States. However, the report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/72/61-E/2017/4) described a dire situation in which the core share of development-related funding had dropped from 47 per cent to 29 per cent and non-core funding had grown more than eight times faster than core funding. Non-core resources should complement, not replace, core resources. Moreover, while significant amounts of time and energy were being spent on the development of strategic plans for the entities of the United Nations development system, two thirds of the budget for operational activities for development was currently used to finance one-off short-term projects. If that

situation were allowed to continue, the usefulness of the United Nations development system could be called into question.

96. The imbalance between core and non-core funding was a sign that donors lacked confidence in the system. It was therefore essential to enhance the accountability, transparency, efficiency and effectiveness of operational activities for development in order to encourage donor countries and other donors to continue to provide funding. Her delegation encouraged contributors of non-core resources to make their contributions more flexible and to align them with the United Nations Development Assistance Framework, or any equivalent planning framework, and the strategic plans of the United Nations funds, programmes and specialized agencies. Greater resources should be allocated to enabling the United Nations development system to play its role in supporting national development and the elaboration of regional and global development policies, with a view to bringing about the implementation of the Sustainable Development Goals.

97. **Ms. Nguyen** Phuong Nga (Viet Nam) said that her delegation recognized the comparative advantages of each entity of the United Nations development system and looked forward to seeing greater synergy within the system as a result of General Assembly resolution 71/243 on the 2016 quadrennial comprehensive policy review. It was essential for the strategic plans of the funds and programmes to reflect the priorities and mandates set out in General Assembly resolution 71/243, in particular the provision of support to Member States in mainstreaming the Sustainable Development Goals in national plans and their implementation in accordance with their national ownership, policies and priorities. In that regard, her delegation was pleased that there would be enhanced coordination and coherence among the entities of the United Nations development system in the formulation of their strategic plans.

98. Stagnant funding for development activities and the imbalance between core and non-core resources continued to present challenges at the country level, as it encouraged the development of silos, fragmentation, competition and overlaps in operational activities. The current trend in funding must be reversed in order to mobilize adequate resources for the implementation of the Sustainable Development Goals. It was also important for developed countries to fulfil their commitments to dedicate 0.7 per cent of their gross national incomes to official development assistance and to provide capacity-building and free or low-cost technology transfer to developing countries.

99. The implementation of integrated approaches such as "Delivering as one" and standard operating procedures should be carried out with greater urgency. Ninety-four per cent of countries participating in the "Delivering as one" pilot agreed that the approach helped the United Nations better align its activities with national development needs and priorities and, as at September 2016, 55 Member States had officially requested the United Nations to adopt the approach in their countries. Since the "Delivering as one" initiative had begun in Viet Nam in 2015, 12 United Nations entities had been brought together under one roof. An independent review had found that 83 per cent of planned outputs had been achieved and that the approach had the potential to significantly strengthen the work of the United Nations development system in Viet Nam. However, there was still room for improvement. For example, while it removed differences between agency-specific planning instruments at the country level, different planning and reporting mechanisms of respective governing boards at headquarters level continued to present challenges.

100. Her delegation hoped that the Secretary-General's proposal on further improvements to the resident coordinator system (General Assembly resolution 71/243, para. 58) would contain comprehensive recommendations to ensure that resident coordinators were able to exercise effective leadership, as the resident coordinator system was crucial to countries implementing the "Delivering as one" approach.

101. **Mr. Mahmadaminov** (Tajikistan) said that the quadrennial comprehensive policy review was the key instrument for ensuring that operational activities for development supported Member States seeking to implement the 2030 Agenda for Sustainable Development in a coherent and integrated manner. The key priorities of his country's national development strategy, which had been aligned with the 2030 Agenda thanks to support from the United Nations Development Programme, were energy, food security, transport, communications and productive employment. His Government would submit a voluntary national review to the 2017 high-level political forum on sustainable development in order to share its experience and lessons learned, with a view to accelerating global implementation of the 2030 Agenda.

102. The United Nations funds, programmes and specialized agencies should, at the request of Governments, increase their support for capacity-building at the national level in order to support country-level development and promote national ownership. Member States should also fulfil their ODA commitments, which was a critical supplement to domestic public resources in many States. It was also

important to strengthen taxation capacity in developing countries in order to encourage private sector investment.

103. While the Millennium Development Goals had led to a significant reduction in poverty, 1.2 billion people were still living in extreme poverty. His country therefore supported the call in General Assembly resolution 71/243 for entities of the United Nations development system to support the efforts of developing countries to achieve the Sustainable Development Goals, taking into account that the eradication of poverty in all its forms and dimensions, including extreme poverty, was the greatest global challenge and an indispensable requirement for sustainable development. The long-term success of the Goals would depend on the extent to which they addressed the multiple dimensions of poverty. In that regard, they must bring about sustainable and inclusive growth and take into account the environmental dimensions of sustainable development.

104. **Mr. Salem** (Lebanon) said that operational activities for development should continue to have a universal, voluntary and grant nature and maintain their neutrality, flexibility and alignment with the needs of programme countries. The eradication of poverty, as the greatest global challenge and an indispensable requirement for sustainable development, should remain the highest priority and underlying objective of the United Nations development system.

105. The growing imbalance between core and non-core funding had consequences for the multilateral nature of the United Nations development system. While it was difficult to mobilize additional core resources, greater efforts should be made to convince donors, including non-State actors, to participate in pooled funding mechanisms and to make their non-core contributions more flexible and predictable.

106. His delegation welcomed the recognition in General Assembly resolution 71/243 of the need for enhanced coordination between development, humanitarian and peacebuilding efforts in countries facing humanitarian emergencies and in countries in conflict and post-conflict situations. The United Nations had been an important partner in his country's efforts in those areas in past decades. Since the arrival in his country of more than 1.2 million refugees fleeing the crisis in the Syrian Arab Republic, his Government had consistently emphasized the need to enhance coordination and coherence between the development and humanitarian dimensions of United Nations entities at the country level, in accordance with national plans, needs and priorities, in order to meet the needs of refugees and host communities. In that context, his Government and the United Nations had signed the United Nations strategic framework for Lebanon (2017-2020), which recognized the need for unity of purpose and the integration of strategies and interventions through a holistic approach leveraging and integrating the United Nations diverse expertise, capacities and resources in support of the Government of Lebanon. The aim was not only to help Lebanon manage security, political, governance and socio-economic challenges to stability but also to support it on the path to longer-term sustainable development in accordance with the 2030 Agenda.

107. **Mr. Vesterheim** (Norway) said that his delegation welcomed the steps taken by the Secretary-General to make the United Nations system more coherent and encouraged him to present bold, analysis-based proposals for further reform in 2017. General Assembly resolution 71/243 provided a sound basis for reform of the United Nations development system and the entities it comprised. Member States must do their part to ensure that the system was more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented and able to support States, at their request, in their efforts to implement the 2030 Agenda in a coherent and integrated manner. In that regard, his delegation encouraged the entities of the United Nations development system to continue to strengthen their results-based management in order to make the system more focused, efficient and effective. Furthermore, country teams must ensure strategic development and implementation of UNDAFs, which would require implementation of the management and accountability system and standard operating procedures and enhanced common resource mobilization under the leadership of the resident coordinator. All organizations must also provide the full amount of their contributions as determined in the cost-sharing arrangement. In that regard, the Fifth Committee should agree to cover the payment of the Secretariat's share.

108. All entities of the United Nations development system should implement the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, as investment in women and girls had a multiplier effect and was of fundamental importance for achieving sustained and inclusive economic growth, poverty eradication and sustainable development.

109. There was a need for strong leadership and concerted action at headquarters level. In that connection, he urged agency heads to clearly request that their agencies implement General Assembly resolution 71/243. The work that had been done to

harmonize and simplify policies and procedures should continue, including with regard to mutual recognition of best practices for policies and procedures.

110. The relative decline in core resources compared with non-core resources and uneven burden-sharing among Member States gave cause for concern. Funding modalities should be aligned with the functions of the system, meaning that the limited core resources available should be allocated to the core functions of the United Nations development system. Moreover, the principle of full cost recovery should be respected in order to increase core resources in the short term. The 2030 Agenda and the emphasis on integrated approaches in General Assembly resolution 71/243 should serve as incentives for enhancing support for inter-agency funding mechanisms.

111. The operational activities for development segment was a useful forum for system-wide coordination and guidance. However, the segment should be strengthened by including the consideration of analytical reports produced on the basis of the improved quadrennial comprehensive policy review methodologies. In that regard, the Council should consider adjusting the next operational activities for development segment to allow for an in-depth discussion of the reports of the Secretary-General requested in General Assembly resolution 71/243.

112. **Ms. Chatardová** (Czechia) said that the United Nations development system must place the 2030 Agenda at the centre of its work. Her delegation stood ready to work with the United Nations system to implement General Assembly resolution 71/243. Since the Organization was not the only actor in the field of development, it should concentrate its activities on areas where it was able to bring added value and make the most of its comparative advantages, such as its ability to work effectively in fragile States and environments vulnerable to conflict.

113. Member States and the United Nations development system should ensure that the system was as efficient as possible and received appropriate funding by broadening the donor base and making use of innovative financing mechanisms. There should be incentives for United Nations agencies, funds and programmes to cooperate rather than compete with one another. A number of already existing tools to promote cooperation should be further strengthened or refined and applied more systematically. Headquarters should capitalize on communication among the executive boards of the different entities, including at their joint meetings and within the context of the Council. In that regard, it would be worth discussing ways to adjust the operational activities for development segment in order for the Council to more effectively oversee the implementation of the outcome of the quadrennial comprehensive policy review. The humanitarian affairs segment should also continue to play an essential part in those efforts.

114. The artificial borders between the development, humanitarian and peacebuilding work of the United Nations must be removed as far as possible. More should be done to address the root causes of conflict, as peace and sustainable development were mutually reinforcing. In that context, her delegation was pleased that the High-level Dialogue on Building Sustainable Peace for All had been held in January.

115. **Ms. Rawet** (Sweden) said that her delegation welcomed the Secretary-General's emphasis on gender equality, management reform and strengthening the role of the United Nations in conflict prevention and peacebuilding. The United Nations had a role to play in every country but should not play the same role in all of them. Therefore, further clarification on the comparative advantages of the United Nations in different country contexts was important. The differentiated programming approach of the UNFPA could serve as an example.

116. The links between the humanitarian, development and peacebuilding activities of the United Nations should be further operationalized, beginning at the country level, where United Nations entities should work together and with other stakeholders such as donors and banks. Preventing conflict and addressing its root causes would require an enhanced capacity for political analysis and better tools to promote inclusiveness. In that regard, her delegation was encouraged by the peacebuilding plans for Liberia, which envisaged the involvement of the Liberian Government, the United Nations system, the World Bank, the European Union and other international and regional partners.

117. A bolder approach should be taken to financing and partnerships. The provision of core funding must be promoted, and there should be incentives in place to encourage the use of the financing mechanisms that best supported the United Nations development system. In that regard, the entities of the United Nations development system should provide better incentives for donors to contribute better quality funding, and donors must recognize that the form of their donations mattered. Full cost recovery would be a key principle in bringing about those changes. The integrated funding approach should also be further explored. There was evidence that well-designed

pooled funding mechanisms promoted system-wide coherence and integration and, consequently, would be useful in the reform of the United Nations development system.

118. Cooperation with a broad range of partners, including the World Bank, would be key to bringing about the necessary changes to the United Nations development system. The system must enhance its capacity for partnerships with the private sector and use innovative mechanisms to access private and blended sources of financing. Funding modalities should be aligned with the functions of the system to ensure that funding was adequate, predictable and sustainable.

119. The resident coordinator system should be strengthened by ensuring that resident coordinators had sufficient resources and authority. It was also important to ensure strong, inclusive and accountable leadership in the reform of the United Nations development system, including by holding leaders accountable for what they delivered as part of the "One United Nations" initiative. Her delegation stood ready to provide political, intellectual and financial support for efforts to make the United Nations development system fit for purpose.

120. **Ms. Amadeo** (United States of America) said that the 2030 Agenda and other agreements had demonstrated that there was considerable momentum for bold reform of the United Nations development system and efforts to bridge the divides between humanitarian, development and peacebuilding efforts. Bringing about change would require strong leadership from the Secretary-General and the heads of the funds, programmes and specialized agencies. In that regard, her delegation welcomed the commitment of the Secretary-General and the Deputy Secretary-General to lead those efforts and was encouraged by the work that had been done to ensure that the entities of the United Nations development system and their respective strategic plans were ready to support the 2030 Agenda.

121. In the face of the increasing need for humanitarian and development assistance, it was more important than ever for the United Nations to demonstrate value, efficiency and effectiveness. The entities of the development system must ensure that resources were linked to measurable results, collaborate with one another as far as possible in the delivery of development and humanitarian assistance on the ground and make the best possible use of their limited resources by implementing established best practices, including those used in the private sector. There were already many examples of that type of collaboration and coordination within the United Nations development system, such as the innovative partnership between the United Nations Development Programme and the World Bank to implement cash-for-work programmes in Yemen. Her delegation expected the Secretary-General and the entities of the United Nations development system to capitalize on the mandates contained in General Assembly resolution 71/243 to take the necessary steps to ensure that the system was ready to play its part in the delivery of the 2030 Agenda.

122. **Mr. Marshall** (Observer for Saint Vincent and the Grenadines) said that the United Nations development system must continue to work with developing countries, including small island developing States, in a coordinated and cohesive manner to achieve the ambitious Sustainable Development Goals. The downward trend in the provision of core funding gave cause for concern, as non-core funding was increasingly being channelled by donors to specific projects, which reduced the possibility for Member States to use development funds where they were most needed.

123. Another worrying trend was the reallocation of development funds to humanitarian and peacekeeping efforts. Support for Member States experiencing humanitarian crises was vital but must not jeopardize efforts to address development challenges. His country and other States members of the Caribbean Community continued to be plagued by natural disasters that threatened to undo hard-won progress towards development and forced them to divert their scant resources to rehabilitation and reconstruction efforts rather than development. His delegation therefore urged the United Nations development system to work with programme countries to coordinate their efforts in a way that maximized the potential of their programmes.

124. Her delegation welcomed the efforts of the United Nations development system to identify creative and innovative financing mechanisms to promote development that was country-driven and took into account national priorities. The system should play a significant role in the identification and strengthening of partnerships between international financial institutions, the private sector and other stakeholders, which would be critical in the transition from a funding-based to a financing-based system. There was also a need for knowledge and technology transfer to developing countries, as the Sustainable Development Agenda could not be implemented without capacity-building across the board. His country stood ready to support the United Nations development system in the transparent and complete implementation of the 2030 Agenda.

The meeting rose at 6.20 p.m.